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MEMORANDUM FOR: Special Support Assistant to the DDA

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Phase IV Long-Range Plan Action Items

As a result of the recent exercise in long-range planning for the EXCOM, a number of themes were identified which require further action. The items generally concern improving the management of support services and need research, coordination, and study. To accomplish this, it is requested that you conduct a thorough review on the subjects listed in the attachment and submit a detailed report on your findings. Your efforts should result in a thoughtful exploration of the topics which, from a Directorate viewpoint, considers the organizational implications as well as the potential for improving the efficiency, effectiveness, and timeliness of our support to the Agency's mission. Your review should also identify those sections of regulations that are thought to be unnecessarily cumbersome. A mutually acceptable date for the completion of these reports should be coordinated with the DDA Plans Officer.

Harry E. Fitzwater

Attachment

cc: DDA/CMO

DDA/MS [ ] (13Jan83)

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1. Overseas Regional Support Bases: There have been various discussions throughout the Directorate over the years on the need for re-establishing support bases [redacted] An important first step in your study will be to identify a charter for this base which identifies the mission and function the base would provide. The costs and benefits of services being provided from an overseas location rather than on a TDY basis from Headquarters should be included as well as potential locations for support installations in each area.

2. Enhanced Career Development and Training for Operational Support Assistants: Even though the Operational Support Assistants (OSA) are DO careerists, they do a great deal of support/administrative work in the field. We should, therefore, ensure that they have the broadest and most comprehensive training that we are able to give them. This should also include a discussion on the feasibility of including the OSA's on rotational tours to Offices within the DA. This study should obviously be coordinated with the DDO and the DDA/CMO, and you may also explore establishing a quota of one to several positions which could be filled by OSA's on a competitive basis with a concurrent conversion to DA career status, if appropriate.

3. Designating the Agency as a Foreign Affairs Agency: Your report should include a comprehensive look at the ramifications of a formal application through Congress to request that the Agency be officially designated a Foreign Affairs Agency. There are obvious political implications involved in this action which you should spell out in detail. In view of these pitfalls, please ensure that all appropriate Agency interests are fully coordinated. A full treatment of both the liabilities and the benefits of this action should be included.

4. Increased Overseas Experiences for DA Officers: In addition to the items which you would normally address, you should explore the possibility of placing DA officers in Department of State administrative slots overseas, and you are also asked to examine with the DO the feasibility of placing DA-sponsored officers in junior operations slots at Headquarters.

5. Consolidated Annual DA Reporting for Overseas Stations: You should attempt to identify as many reports as possible that can be consolidated into one annual report.

6. DA Liaison for Interagency Administrative Coordination: This study should investigate and report on the need for a DA liaison function to monitor all administrative (nonintelligence) relationships with U.S. Government Foreign Service agencies. The obvious purpose of this function would be to establish a flow of communications between our Directorate and our counterparts in all the Foreign Affairs agencies on items of administrative interest to overseas support. It is possible that a large amount of information exists prior to the actual enactment of legislation which we could influence to improve our service to the field if we are made aware of it in time.